

# Shaping a Vibrant Future

**Annual Report 2024–2025**



# Territory Acknowledgement

The Greater Victoria Harbour Authority respectfully acknowledges that we manage and operate properties on the traditional, ancestral, and unceded territories of the ləkʷəŋən People, known today as the xʷsepsəm (Esquimalt) Nation and Songhees Nation. The Nations’ connection to these lands continue to this day and the knowledge and guidance of the ləkʷəŋən People have supported the stewardship of the harbour since time immemorial.

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## Message from the Board Chair

One of my first memories as a child is being on board my family's boat during a rough crossing of the Salish Sea. Some of my fondest childhood memories are sitting with my Great Uncle Don in the heart of Vancouver's marine-industrial area where he was the owner and publisher of the acclaimed Boating News newspaper. I also enjoyed touring the tugboats and barges of the Gulf of Georgia towing company, which was owned by a family friend. My very first job after university was working in a modest floating office as a yacht broker in the Coal Harbour Marina.

The waterfront literally runs in my blood, both recreational and commercial. This is, in part, why it is a privilege for me to serve as the Chair of the Greater Victoria Harbour Authority. As Chair, I represent an exceptionally strong Board of Directors nominated by our wonderful Member Agencies.

As is the case every year, 2024/2025 was a year of opportunities, challenges, and lots of planning for GVHA's future. The two First Nations' Member Agencies, x̱w̱sepsəm Nation and Songhees Nation, undertook a factfinding trip to Alaska where they met with native Alaska tourism organizations. They explored opportunities for Indigenous tourism and related economic benefits.

When political uncertainty threatened our cruise industry in March 2025, our local community rallied together. Political tension ebbs and flows, but what remains constant is the coordinated approach we, along with our tourism, marine and transportation partners, are taking to ensure our cruise business is never taken for granted. We will continue to look for opportunities to deepen our ties with cruise lines and the benefits that their guests bring to our local entrepreneurs.

Our Board of Directors approved an exciting new Vision and Mission for GVHA which gives us our 'north star'. Additionally,

we launched a comprehensive business plan which guides the organization for 2025/2026, and we are moving forward with integrated and strategic planning that looks ahead for more than 10 years.

I wish to take this opportunity to express my sincere thanks to our Board of Directors. We are a great team, and I have total confidence in their ability to ensure the organization is governed with best practices in mind, and with a view to ensuring the long-term success and prosperity of this important organization.

I'd also like to acknowledge our management team and the entire GVHA family. This is an operation that is 24 hours a day, seven days a week, 365 days a year. I am so appreciative of the dedication of everyone on our team.



**Mark Mawhinney**  
GVHA Board Chair



## Insights from the Leadership Team

The annual report is more than reflection on the past year—it's an opportunity to look ahead and consider how we can continue to grow and evolve together.

We have many milestone successes to celebrate from 2024/2025:

- Launching our new **Vision and Mission**, which now guide all aspects of our work.
- Welcoming **316 cruise vessels** and **970,000** passengers to our city.
- Achieving **healthy financial performance**, with revenues reaching \$33.4 million—\$3.4 million above forecast.
- Earning **Gold PAIR certification** from the Canadian Council for Indigenous Business, recognizing our commitment to Indigenous relations.

Looking forward, we have initiated a comprehensive **integrated planning** process that will encompass all 11 GVHA properties, while respecting the various rights, jurisdictions, and interests of adjacent users and rights holders. Guided by our new Vision and Mission, this collaborative process will deliver detailed development plans for GVHA properties, while identifying the opportunities that exist for the harbour.

This work will provide a long-term framework for the working harbour that includes commerce, recreation, and tourism thriving together in the decades to come. It will also create

pathways for revenue growth and access to much-needed capital investment—critical to maintaining and revitalizing our aging infrastructure.

Aligned with this work, we are also expanding on our already **collaborative governance** model and exploring pathways for **economic reconciliation** with our x<sup>w</sup>sepsəm Nation and Songhees Nation partners.

We are excited by the numerous **sustainable development** opportunities that are emerging with the potential to expand the capabilities of our working harbour. Our new Sustainability Committee will oversee the development of GVHA's first comprehensive sustainability strategy to help drive these initiatives forward.

GVHA's success is possible because of a small but dedicated team who cover a lot of land — and sea. We are deeply grateful to our Member Agencies, commercial clients, community partners, and the many businesses, organizations, and neighbours connected to the harbour for their on-going support.

We invite you to stay connected and engaged, so we can shape the future of the harbour together.

***Greater Victoria Harbour Authority Leadership Team***

(On behalf of the Office of the CEO)

## Who We Are

Since our creation in 2002, we have helped champion and steward Victoria's working harbour. As a self-funded organization with 110 acres of land and seabed, we proudly contribute to the City of Victoria's municipal tax base. Included in our commercial and marine industrial holdings are the deep-water terminal at The Breakwater District at Ogden Point, Fisherman's Wharf, Raymur Point Customs Dock, and a myriad of marinas and iconic community amenities, such as the Inner Harbour Lower Causeway, James Bay Public Boat Ramp, and Ship Point Pier. Our management of the Victoria Cruise Terminal contributes more than \$130 million annually to the regional economy and is responsible for 800 direct and indirect jobs in Greater Victoria.

## GVHA Marinas & Properties

 Marinas and Properties    Community Amenities





## Our vision

Canada's most kʷamkʷəm (vibrant) and xʷčičtəs (harmonious) harbour.

## Our mission

- Ensure the long-term stewardship of ləkʷəŋən territory by creating Canada's first co-managed port.
- Galvanize support and investment in land, sea and people.
- Ensure a productive and inclusive working harbour leading in regional sustainability.

# How We're Governed

GVHA is incorporated as a not-for-profit society under the British Columbia Societies Act.

The organization is governed by a constitution and set of bylaws and is accountable to a Board of Directors and eight member agencies: x<sup>w</sup>sepsəm Nation, Songhees Nation, Capital Regional District, City of Victoria, Greater Victoria Chamber of Commerce, Destination Greater Victoria, Township of Esquimalt, and the Victoria/Esquimalt Harbour Society.



## GVHA Board of Directors

GVHA's Board of Directors is made up of 13 highly qualified individuals with a wide range of business, community, environmental, and marine expertise who are committed to GVHA's vision, mission and mandate. The GVHA's board is comprised of nine directors (nominated from its eight member agencies) and four independent directors (selected through a nominations task force). Past Board Chairs may also serve in an advisory capacity for two years but do not have voting rights or sit on any standing committees.

The Board of Directors provides strategic guidance and oversight and approves the strategic plan, business plan, and annual budget. The Board is also responsible for evaluating the performance and compensation of the Chief Executive Officer.

Board directors serve terms of up to four years and may serve two additional consecutive terms of up to four years, subject to Board approval. The appointment terms run on a calendar yearly basis ending December 31.

## Changes in Board Composition

In January 2025, the GVHA Board of Directors elected Mark Mawhinney as its new Chair. Mark was nominated to the Board by the Victoria Esquimalt Harbour Society (VEHS) and replaced Christine Willow, who spent four years in the position and remains on the Board as Past Chair. Mark works for Odium Brown Limited as a portfolio manager and investment advisor. The Board also elected Susan Brice as Vice-Chair. Susan is a Councillor with the District of Saanich and a Director on the Board of the Capital Regional District (CRD).

In addition, the Board approved the nominations of two new members. Bruce Hale was nominated by the Victoria Esquimalt Harbour Society, and Ann Squires Ferguson was nominated by the Greater Victoria Chamber of Commerce. Bruce is CEO of FAS Seafood Producers Ltd / Finest at Sea Ocean Products. Ann is CEO of Western Design+Build.

Dave Cowen and Ryan Burles both concluded their service on the Board, and we thank them for their invaluable work on behalf of GVHA. The following is a list of our Board of Directors, as of January 1, 2025.

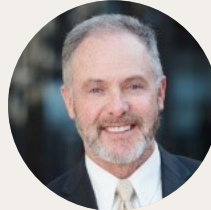
## Our Board of Directors



**Mark Mawhinney**  
Chair  
Victoria Esquimalt  
Harbour Society



**Councillor  
Susan Brice**  
Vice Chair  
Capital Regional District



**Mark F. Collins**  
Independent  
Director



**Mayor  
Barbara Desjardins**  
Township of  
Esquimalt



**Nəʔəmtənət  
(Florence Dick)**  
Songhees Nation



**Geoff Dickson**  
Destination  
Greater Victoria



**Ann Squires Ferguson**  
Greater Victoria  
Chamber of Commerce



**Bruce Hale**  
Victoria Esquimalt  
Harbour Society



**Bruce Ellis Hallsor,  
K.C.**  
Independent  
Director



**Councillor  
Susan Kim**  
City of Victoria



**Don Krusel**  
Independent Director



**Gail Stephens,**  
FCPA, FCGA, ICD.D  
Independent Director



**Chief Councillor  
Jerome Thomas**  
xʷsepsəm Nation



**Christine Willow**  
Past Chair  
Greater Victoria  
Chamber of Commerce



# Board Committees

Each Director typically sits on two Standing Committees except for the Chair who sits on all committees. Standing Committees are permanent Committees of the Board of Directors who oversee specific areas of GVHA business.

2024 Committees	Chair	Vice Chair
Audit and Finance Committee	Don Krusel	Geoff Dickson
First Nations Economic Development	Barb Desjardins	Florence Dick
Human Resource Committee	Susan Brice	Susan Kim
Infrastructure, Planning and Development	Mark Collins	Geoff Dickson
Governance and Nominating Committee	Mark Mawhinney	Susan Brice

## 1. Audit and Finance Committee (AFC)

Monitors all aspects of the financial management of GVHA's activities, including its internal and external financial reporting, investment activities, internal controls, financial planning, budgeting and risk registry.

## 2. First Nations Economic Development Committee (FNED)

Strives to increase economic capacity and further reconciliation through collaboration with our First Nations partners, within the Harbour and GVHA facilities.

## 3. Human Resources Committee (HRC)

Provides oversight of governance functions including but not limited to GVHA's Constitution and Bylaws, Board performance and composition, Board policies, and Annual General Meeting preparation and support.

## 4. Infrastructure Planning and Development Committee (IPAD)

Provides oversight of GVHA's strategic capital planning and development process.

## 5. Governance and Nominating Committee (GNC)

Provides oversight of governance functions including but not limited to GVHA's Constitution and Bylaws, Board performance and composition, Board policies, and Annual General Meeting preparation and support.

\*Committee membership and attendance are noted in the appendix.

### Summary of Changes to Committee Structure:

The Environmental Stewardship Task Force recommended the formation of a new Sustainability Committee, which was introduced in January 2025. The Human Resource Committee and Governance and Nominating Committee were combined. In addition, there were two special committees in 2024-2025: the Nominations Task Force (Q3) and the Environmental Stewardship Task Force (concluded in June 2024).

2025 Committees	Chair	Vice Chair
Audit and Finance Committee	Don Krusel	Geoff Dickson
First Nations Economic Development	Susan Brice	Florence Dick
Human Resource and Governance Committee	Mark Collins	Bruce Hallsor
Infrastructure, Planning and Development	Geoff Dickson	Mark Collins
Sustainability Committee	Gail Stephens	Barb Desjardins

#### 1. Audit and Finance Committee (AFC)

Monitors all aspects of the financial management of GVHA's activities, including its internal and external financial reporting, investment activities, internal controls, financial planning, budgeting and risk registry.

#### 2. First Nations Economic Development Committee (FNED)

Strives to increase economic capacity and further reconciliation through collaboration with our First Nations partners, within the Harbour and GVHA facilities.

#### 3. Human Resources Committee and Governance Committee (HRGC)

Focuses on the performance of the Board and provides broad policy level oversight, including changes to Board Policies, Committee Charters, and the Board Manual. Oversees the hiring, performance management, and compensation of the CEO.

#### 4. Infrastructure Planning and Development Committee (IPAD)

Provides oversight of GVHA's strategic capital planning and development process.

#### 5. Sustainability Committee (SC)

Provides oversight on sustainability matters regarding GVHA properties and operations, including GVHA's sustainability strategy, metrics, targets and policies.

# Member Agency Representatives

The Board is directly accountable to the organization's eight founding Member Agencies.

Each Member Agency also appoints a member representative to maintain a direct relationship with the organization and vote on behalf of their Member Agency at the annual general meeting.

The following is a list of our Member Agency Representatives for the fiscal year 2024/25:

- |  |   |
|--|---|
| 1. <b>Mayor Scott Goodman</b><br>Capital Regional District | 5. <b>Councillor Jacob Helliwell</b><br>Township of Esquimalt                               |
| 2. <b>Councillor Matt Dell</b><br>City of Victoria         | 6. <b>John Wilson (until Sept 2024) / Kris Wirk</b><br>Greater Victoria Chamber of Commerce |
| 3. <b>David Gudgel</b><br>Destination Greater Victoria     | 7. <b>Nick Banks</b><br>Victoria Esquimalt Harbour Society                                  |
| 4. <b>Councillor Norman Garry Sam</b><br>Songhees Nation   | 8. <b>Anastasia Thomas</b><br>x <sup>w</sup> sepsəm Nation                                  |



Lamppost hummingbirds by Brianna Bear

# Working with our Nation Partners

Reconciliation is central to GVHA's vision and mission. GVHA is profoundly grateful for its 22-year partnership with the Songhees Nation and x<sup>w</sup>sepsəm (Esquimalt) Nation and the invaluable contributions of our current board members, Chief Jerome Thomas (x<sup>w</sup>sepsəm Nation) and Nəʔəmtənət Florence Dick (Songhees Nation), who generously share their knowledge to guide GVHA towards a place of greater inclusion.

## Collaborative Stewardship

In 2024, GVHA took its first steps towards creating Canada's first co-managed port by jointly contracting a research team to explore models and approaches to inform future conversations about the collaborative stewardship of traditional lək<sup>w</sup>əŋən territory.

## PAIR Gold Award

In September 2024, GVHA achieved Gold level certification through the Partnership Accreditation in Indigenous Relationships (PAIR) program — a three-year certification administered by the Canadian Council of Indigenous Business

(CCIB). The program measures organizational performance in four areas: leadership action, employment, business development, and community relationships.

GVHA's advancement from Silver to Gold recognizes measurable progress in how the organization works with and alongside Indigenous partners. Over the past three years, GVHA has introduced bereavement and cultural leaves that reflect lək<sup>w</sup>əŋən traditions, expanded the Statutory Holiday Substitution policy to support greater diversity, and implemented Honorarium Guidelines to ensure contributions are appropriately recognized. GVHA also updated Board interview guidelines to strengthen governance.

## Indigenous Procurement

GVHA has two Indigenous procurement targets. We aim for a 6% Indigenous business capital spend over three years and a 3% Indigenous business operational spend. In 2024/2025, the Indigenous spend for capital was 29%. In 2024/2025, our Indigenous operational spend was 1.3%. GVHA continues to look for more Indigenous suppliers and vendors.



Cecelia Dick at the PAIR awards



### **ləkʷəŋən Placemaking**

Together with xʷsepsəm Nation and Songhees Nation, GVHA began installing ləkʷəŋən placemaking artworks around the Inner Harbour in August 2024. This on-going project connects residents and visitors to ləkʷəŋən culture. Placemaking is a concept that expresses a community's identity through art, design, or architecture. The art included hummingbird banners on lampposts, two sea-wolves with land and seascapes on the Inner Harbour marina gates, five stylized metal gates, and an orca artwork wrapped around a marina pile.

### **ləkʷəŋən Employment Opportunities**

In April and July 2024, GVHA hosted its bi-annual ləkʷəŋən job shadowing program for youth — providing opportunities

to learn about the tourism and marine industries and shadow staff in customer service, maintenance, hospitality, and marina operations. Since GVHA started this program in 2019, 60 ləkʷəŋən members have participated.

### **South Island Indigenous Business Directory**

As founding partner of the South Island Indigenous Business Directory, GVHA works in collaboration with the South Island Prosperity Partnership, the City of Victoria, the Greater Victoria Chamber of Commerce, and the Capital Regional District to advance the procurement of goods and services from Indigenous businesses. During fall 2024, the list of participating businesses exceeded 100 for the first time.



ləkʷəŋən job shadowing participants with GVHA's Judy Kitts.



# Sustainability & Stewardship

GVHA is deeply committed to the stewardship and sustainable growth of Victoria's dynamic working harbour — a place where commerce, community, and the natural environment intersect.

Every day, our properties experience a diverse variety of daily traffic — from cruise ships, sailboats, fishing charters, kayaks, and float homes to events and festivals, restaurants, and local shops and businesses. Each is an important part of the economic and social fabric of Victoria.

As stewards of the harbour lands and waters, we strive to maintain a thriving, harmonious and sustainable ecosystem. Measuring our impact on life on and under the water, the waterfront, our neighbours, and the broader community helps focus our efforts.

Together with our partners, GVHA supports activities and works on a range of environmental topics and initiatives. Below is a summary of our key activities this year.

## Sustainability Committee

In 2023, GVHA established an internal Environmental Stewardship Task Force to explore how the organization could best advance its sustainability commitments and determine whether this work should be guided by a standing Board committee. Following the task force's recommendations, the Board created the Sustainability Committee, which met for the first time in February 2025 and now meets quarterly.

## Green Marine Certification

Green Marine is a voluntary environmental certification program for the maritime industry. GVHA has been Green Marine certified since 2010. GVHA completed a rigorous self-assessment in 2024 and scored an average of 3.8 out of 5 across eight different performance indicators.



## New Electric Vehicle

In the fall of 2024, GVHA purchased a new electric vehicle. The maintenance crew uses the truck daily to pick up garbage and haul materials around the harbour. A single electric vehicle can create up to 30 per cent less emissions than a similar diesel or gasoline vehicle.

## Decarbonization Assessment

In 2025, an assessment was completed to identify areas where GVHA can reduce GHG emissions. Three emission reduction opportunities were proposed: increase sustainability of our fleet, improve energy efficiency of buildings, and refine data collection. The Sustainability Committee will review the results of the study and make recommendations for priority action.

## Environmental Incident Reporting

Six minor environmental related incidents were reported and resolved this year, including containment of small craft oil spills, remediation of water contamination due to fire, and the removal of deceased animals. No major incidents or damage occurred.

## People and Culture

A healthy workplace is vital for our success. At GVHA, we provide employees with opportunities for skill development and growth. One of our key programs is providing access to continuous learning. This includes traditional training courses to develop core skills, alongside unique opportunities to increase knowledge of the harbour and engage with the local community.

These training sessions and activities spanned multiple departments and locations and included opportunities such as situational awareness training, basic first aid, fire prevention, spill hazard prevention, and forklift training. Employees also attended a workshop about the traditional ləkʷəŋən skill of cedar rose weaving, took part in a cultural tour of the harbour led by Songhees Tours, attended an open house at the Maritime Museum of B.C archives, and visited the Canadian Forces Base Esquimalt for a tour that included a voyage on a patrol vessel.

In February, 17 GVHA leaders (and emerging leaders) began a one-year Lumina Confident Leader training program to help them explore and adapt their leadership style to the meet the needs of their teams and the organization.

Every two years, GVHA conducts an engagement survey that evaluates employee satisfaction in their role, alignment with company culture and values, and the effectiveness of leadership. In the June 2024 survey, GVHA received strong results once again that aligned or improved upon the 2019 and 2022 results. The overall satisfaction score of 91% showed positive engagement across the workforce.



GVHA staff at the Harbour Light Up



GVHA staff driving in the Santa Claus parade

# Leadership Team 2024-2025



**Robert  
Lewis-Manning**  
Chief Executive  
Officer



**Judith Ethier**  
Chief Administrative  
Officer & Executive  
Vice President  
Commercial



**Mark Crisp**  
Vice-President,  
Infrastructure and  
Resiliency



**Colleen Turner**  
Vice President,  
Strategic  
Partnerships &  
Innovation



**Lindsay Gaunt**  
Director, Cruise  
Development



**Amber Hanson**  
Director,  
Communications &  
Engagement



**Judy Kitts**  
Director, First  
Nations Engagement



**Lori Ann Smith**  
Director, Finance

# Advancing Equity, Diversity, Inclusion & Accessibility

## Diversity in our Workplace

Between April 2024 to March 2025, GVHA's eight-person senior leadership team featured six women. Five of nine management positions are held by women.

Gender	Total Staff	% Total Staff
Women & Non-Binary	25	44%
Male	32	56%

Status	% Women & Non-Binary Staff
Permanent	51%
Seasonal/Contract	28%
Total	44%

Role	% Women & Non-Binary Staff
Senior Leadership	75%
Manager	56%
Administration	37%
Total	44%

Age Distribution	% By Age
Age 18-35	33%
Age 36-50	23%
Age 50+	44%

GVHA's workforce increases each summer with seasonal staff to support the increase of visitors to our properties. During summer 2024, GVHA had 57 total employees.

## Inclusion Survey

As part of our continued EDI learning, GVHA staff participated in an inclusion survey conducted by Inclusive Excellence Strategy Solutions in October 2024. The survey was completed by 92% of staff and board members and revealed that GVHA has a workplace that is largely considered to be safe, welcoming and respectful to a diverse range of people. Below is an overview of some of the key findings.

Statements	% Agree or Somewhat Agree
Achieving an equitable (fair), diverse, inclusive and psychologically safe workplace is important to the success of GVHA.	95%
People of all backgrounds (e.g., with respect to gender identity and expression, race, ethnicity, religion, disability, sexuality) are treated fairly in GVHA.	94%
I would describe GVHA as being psychologically healthy and safe.	90%
At GVHA, I feel comfortable providing my input or opinion even when it differs from the majority opinion/status quo at work without fearing negative consequences.	89%
I feel confident addressing (in the moment and/or afterwards) non-inclusive or discriminatory language or behaviour when I witness it in GVHA.	89%

GVHA strives to take meaningful action to further strengthen a sense of uniqueness and belonging for all staff.

## Accessibility

In June 2024, GVHA submitted its first [Accessibility Plan](#), as required by the Accessible Canada Act (ACA), to advance accessibility and create barrier-free communities, workplaces and services for all Canadians. Since 2024, GVHA has offered an online survey to collect feedback on accessibility. GVHA reviews feedback and ways to improve in each area of the ACA, which includes employment, information and communication technologies (ICT), procurement, communication (non-ICT), built environment, programs and services, and transportation. This plan can be found on the GVHA website.



## Planning for the Future

In 2024, GVHA initiated a comprehensive integrated planning process. This encompasses the harbour waters and uplands owned and operated by GVHA, while considering the various rights, jurisdictions, ownership, and interests of adjacent users.

Integrated planning will provide GVHA with a forward-thinking strategic framework that enables sustainable marine, commerce, recreation and tourism to grow harmoniously over several decades. The work will also focus on revenue growth and provide opportunities for GVHA to cultivate capital investment partnerships.

GVHA began by reviewing its base assets. It then engaged with partners to form a steering committee, including x<sup>w</sup>sepsəm Nation, Songhees Nation, Township of Esquimalt and the City of Victoria. This is a multi-year project and involves consultation with multiple interest holders, including all our Member Agencies. A request for proposals was issued in January 2025 with a deadline to submit in March 2025.



Wharf Street marina at sunset



The Ovation of the Seas docked at Ogden Point

## Cruise Development

Between April 2024 and March 2025, GVHA stewarded another successful cruise season—welcoming more than 316 calls and 980,000 passengers.

In April 2024, GVHA attended **Seatrade Cruise Global** in Miami alongside the City of Victoria Mayor and City Manager. Together, we met with key cruise line partners and reaffirmed our shared commitments to sustainable cruise tourism.

Following the season, GVHA hosted three cruise engagement sessions with local operators to share insights and shape a new cruise strategy. Discussions focused on late ship arrivals, visitor experience at the terminal, and downtown shuttle operations. Feedback led to relocating the shuttle stop further up Government Street, helping disperse passengers closer to downtown retailers. Participants also highlighted the importance of ongoing engagement and stronger destination marketing.

In October, GVHA and Holland America hosted members of the x̱w̱sepsəm Nation and Songhees Nation on a **familiarization trip to Alaska**, where they met with Indigenous Tourism organizations including the Sealaska Heritage Institute, the Central Council of the Tlingit and Haida Indian Tribes of Alaska, and Goldbelt Inc.

In January, GVHA sponsored a panel on **Indigenous Tourism Partnerships** at the CLIA Pacific Northwest Symposium in Vancouver.

The broader political climate shaped our advocacy efforts. Early in 2025, the threat of U.S. tariffs raised concerns about the Passenger Vessel Services Act (PVSA), which requires foreign-registered ships to stop in Canada when sailing between Alaska and U.S. ports. GVHA and Destination Greater Victoria hosted an online briefing in March to update operators and share strategies to ensure American visitors continue to feel warmly welcomed in Victoria.

That same month, GVHA signed a **Memorandum of Understanding with Destination Greater Victoria** to build on previous work and strengthen cruise-focused destination marketing, conduct joint research, create a new shopping program, and engage in coordinated engagement with local businesses connected to the cruise sector.





GVHA summer dock crew at the Inner Harbour Marina

## Harbour Life & Events

GVHA operates four Inner Harbour marinas that welcome a wide variety of vessels from across Canada and the United States. From reservations to dockside assistance, the Marinas team is a highly visible part of the harbour—especially in summer, when seasonal staff join the crew to keep operations running smoothly and guests feeling welcome.

Between April 2024 and March 2025, **2,225 transient vessels** tied up at GVHA docks:

- **Lower Causeway: 1,455 bookings**
- **Ship Point Pier: 278 bookings**
- **Wharf Street: 278 bookings**

In addition, nearly **100 non-commercial operators** held monthly contracts and **116 secured annual moorage**, underscoring the harbour's role as a home-away-from-home as well as a destination.

Beyond boating, GVHA properties came alive with cultural programs and community events. The beloved **Artists on the Causeway** program returned in May, while **World Ocean Day** (co-hosted by GVHA and Eagle Wing Tours) drew more

than 2,000 people to Fisherman's Wharf to explore ocean sustainability with over 25 partner organizations.

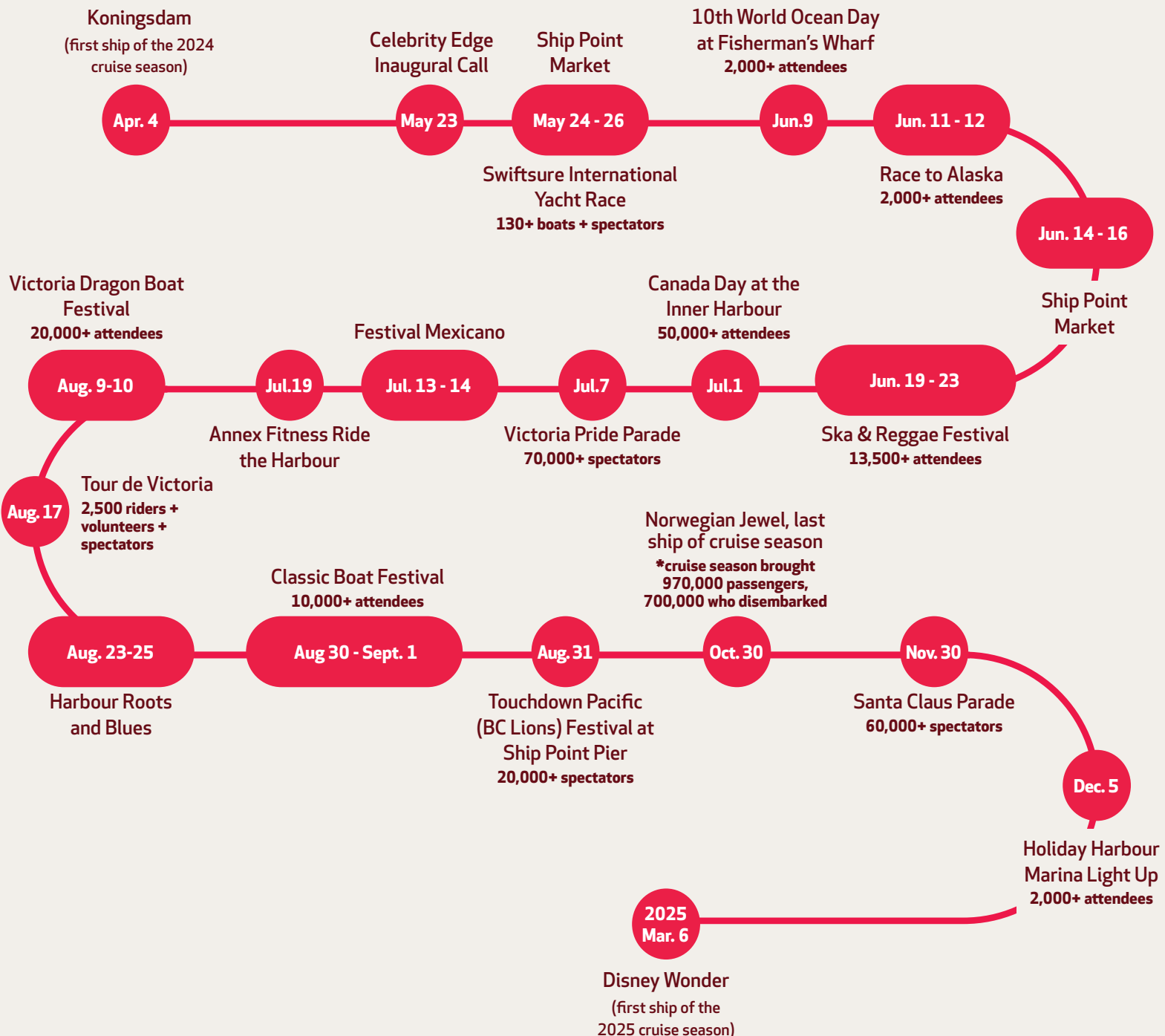
**Ship Point Pier** hosted a full season of music, festivals and markets—including Ska Fest, Festival Mexicano, Harbour Blues & Roots, Touchdown Pacific (a pre-game football festival with the BC Lions), and seven three-day markets that showcased local vendors and artists. These events brought residents and visitors together, celebrating the harbour as a gathering place.

GVHA also supported **signature water-based events** that drew international attention and thousands of spectators:

- Swiftsure International Yacht Race (May)
- Race to Alaska (June)
- Victoria Dragon Boat Festival (August)
- Classic Boat Festival (Labour Day weekend)

The year concluded with GVHA's festive Harbour Holiday Light-Up, which drew 2,000 people to the Inner Harbour for music, treats and a visit from Santa.

# Events & Engagement Highlights



# Maintaining a Safe & Welcoming Harbour

With millions of people passing through GVHA's properties each year, maintenance and security remain a high priority.

The GVHA maintenance team's responsibilities include daily garbage collection, including holidays. The 2024 Canada Day clean-up featured two truckloads of garbage from the Inner Harbour properties alone.

During 2024/2025, the maintenance team's projects included:

- Adding a new roof to the fuel dock
- Replacing two restaurant seating areas and common walkway at Fisherman's Wharf
- Emergency Repairs to dock damage due to large storms in November and December 2024
- Replacing the bull rails and loading areas for the Harbour Ferries along Crescent Dock in the Inner Harbour
- Replacing all the wood at the Inner Harbour marina ramp area
- Replacing the floor in the dock crew office kiosk
- Replacing and raising the flooring at the Lighthouse Ministry's tent at Ogden Point
- Installing new concrete at the James Bay public boat ramp
- Repairing the customs dock
- Installing new festive lights along the Lower Causeway

## By the numbers:

**7**

marina docks rebuilt after storm damage

**400  
to  
500**

gallons of paint used annually to keep properties looking fresh

**2,000**

pounds removed of floating debris, logs, garbage, or plastic floating in the harbour

**2,600**

black water pump-outs (annual moorage + summer tourists approximately 50 pump-outs per week (on average))

**5,110**

garbage pick-ups (seven GVHA facilities, 365 days, twice daily)

**5,840**

hours of cleaning across all properties (four crew members, four hours/day each, 365 days)

**7,665**

kilometres walked to look for overnight damage or safety issues (six crew members, approximately 3.5 kms per day, 365 days)



Mike Charlie of the maintenance team cleans lamp posts



In 2024/2025, the GVHA team dealt with more than 250 security incidents on land and water across the various properties. The incidents included theft, property damage, graffiti, alarms, trespass, and unsecured premises. The team is also trained to treat injuries, assist with medical emergencies, and secure lost property from phones to passports.

To increase the scale of our security operations, GVHA introduced closed-circuit television (CCTV) in 2023. Two more

cameras were added in 2025 and more will be installed across our properties. In 2024, GVHA also installed four new security gates and upgraded access control systems to seven gates. GVHA also joined the Capital Region Emergency Service Telecommunications (CREST) network, which connects 50 emergency response agencies across southern Vancouver Island.



Seabin in use at Fisherman's Wharf



Ship Point ləkʷəŋən placemaking gates by Darlene Gait



Maintenance manager Mark Conway working in the maintenance shop

# Strategic Capital Investments

GVHA continues to invest in maintaining and improving its properties through major capital projects. Projects are prioritized based on several criteria including safety, regulatory and service metrics. GVHA balances both repairs and maintenance with major capital works focused on maintaining a high standard of service in the working harbour. GVHA continues to address a backlog of repair and maintenance projects while introducing more efficient processes.

**Shore Power:** GVHA explored three in-depth technology solutions to implement shore power at the Breakwater District at Ogden Point, including a BC Hydro interconnection study and schematic design to bring the required power to the site. Project costs and complexities have increased significantly.

In February 2025, Transport Canada announced an investment of \$22.5 million to support the broader effort to establish a Green Corridor for cruise travel between Alaska, British Columbia, and Washington.

**Emergency Back Up Generator:** A new emergency back-up power generator was installed at the Breakwater District in 2024.

**Pier A Substation Replacement:** Work on replacing an electrical substation at Pier A at Ogden Point commenced in 2024 and was completed in 2025.

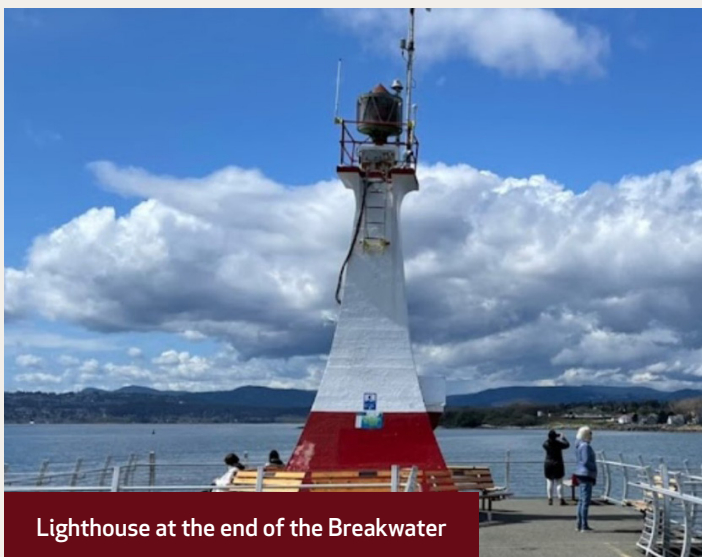
**Pier Repairs:** Repairs to Pier B at Ogden Point, as well as the back wall, were designed and planned.

**Ship Point Gates:** Five aluminium gates, which were part of the ləkʷəŋən placemaking project, were installed on the docks alongside Ship Point Pier in 2024.

**Helijet Shoreline Stabilization:** In late Winter 2024, GVHA began planning an emergency repair of 80 metres of shoreline at the Camel Point Heliport that were severely damaged by increased storm activity and rising sea levels. The scheduled start date is September 2025.

**Dolphin Ladder Repairs:** GVHA completed repairs and upgrades to access ladders located at its Pier B Dolphin. These necessary repairs will increase safety and address tug berthing while line crews access the dolphins for mooring operations.

**Second Breasting Dolphin and Corner Fender:** A project to install a new breasting dolphin for the south side of Pier B, along with upgraded corner fenders for Pier A was started in late 2024. The new marine structure will provide safer berthing for larger cruise vessels and is scheduled for completion in March 2026.



Lighthouse at the end of the Breakwater



Pier B at Ogden Point undergoing face repairs



## Financial Performance

This fiscal year was an exciting time for GVHA with a total operating revenue of \$30.5M. GVHA saw a 29% increase with the addition of a full year of revenue from the Fuel Dock, which GVHA began managing on October 20, 2023. Careful management of expenses helped GVHA realized a net income of \$10.6M. Due to the substantial capital nature of marine assets and the condition of the assets divested to GVHA in 2002, GVHA must generate an operating surplus and build financial reserves to maintain, update, and replace existing capital assets into the future.

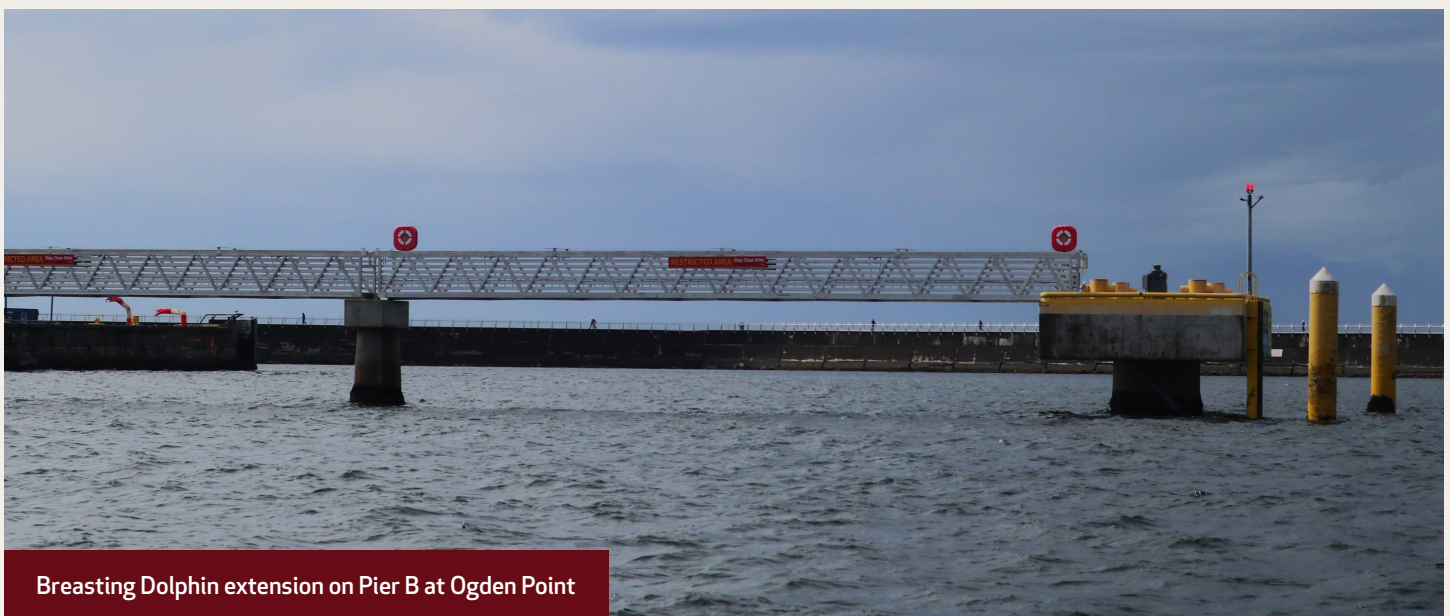
GVHA continued the capital repairs and replacement program in 2024-25, spending \$2.4M on capital assets this fiscal year. This included work on ladders and a new breasting dolphin at the Breakwater District, and the continuation of our placemaking initiative to add ləkʷəŋən language and art to the Inner Harbour.

GVHA also supported community partners and non-profit organizations through in-kind sponsorships, providing access to land and marine-based facilities at reduced or no cost. In the current fiscal year, this contribution totaled approximately \$549,000 in in-kind support.

Audited financial statements with Management Discussion and Analysis are available on the GVHA website.



ləkʷəŋən Spindle Whorl on the Lower Causeway



Breasting Dolphin extension on Pier B at Ogden Point

# Risk Management

GVHA's Enterprise Risk Management (ERM) program (adopted in 2007) manages the risks inherent in the unique nature of operating a marine-related business. ERM is the process of planning, organizing, leading, and controlling the activities of an organization to minimize the effects of risk on the organization. Our ERM program is based on the internationally recognized principles of ISO 31000. Effective risk management is a key element towards achieving our strategic goals by bringing a systematic approach to identifying, analyzing, mitigating, and reporting risks.

The ERM Risk Register is updated by management and

reviewed with the Board of Directors on a quarterly basis. Each risk is analyzed to determine if there have been changes in the level of risk, performance measures or in the mitigation strategies, the risk is then rated.

In fiscal year 2024/2025 we took a fresh look at our ERM Risk Register and condensed the register from 68 risks down to 17. This has enabled us to take a more comprehensive view of the risks the organization is facing and to actively work at mitigating those risks. The risks are focused on those most essential to us achieving our strategic objectives and the vision and mission of the organization.



Heavy lift vessel Paderewski at Ogden Point

# Looking Ahead

## 2025/26 Key Priorities

1. Build trust with partners, interest holders, and investors
2. Advance Integrated Planning
3. Plan and execute capital projects to align with growth opportunities while reducing deferred maintenance
4. Review and implement operational excellence with a focus on well trained and motivated teams
5. Where feasible, make strategic investments to reduce GHG emissions
6. Develop an Economic Development Strategy with Indigenous Partners
7. Develop and review options for co-management
8. Develop and review options for port governance
9. Develop GVHA Sustainability strategy
10. Develop GVHA Innovation framework



# Appendix

The background of the page is a solid dark red. Overlaid on this are several large, flowing, organic shapes in a lighter shade of red. These shapes are positioned primarily in the lower half and right side of the page, creating a sense of movement and depth. The shapes resemble stylized waves or perhaps the folds of a garment.



# Appendices and Supporting Information

Each director typically sits on two standing committees with the exception of the chair who sits on all committees. Committee membership and attendance are noted in the tables below.

## 2024 Committee membership and attendance (April 1 – December 31, 2024)

Name and Member Agency affiliation	Position and committee member	Board attendance (attendance/total mtgs)	Committee attendance (attendance/total mtgs)	Term start	Term finish
<b>Susan Brice</b> Capital Regional District	<b>HRC Chair</b> HRC/GNC/ESTF	4/4	7/7	01-Jan-23	31-Dec-26
<b>Ryan Burles</b> Victoria Esquimalt Harbour Society	<b>Director</b> IPAD/AFC/NTF	4/6	9/9	31-Mar-20	31-Dec-24
<b>Mark Collins</b> Independent	<b>IPAD Chair</b> IPAD/FNED/ESTF	4/4	9/9	01-Jan-23	31-Dec-26
<b>Gail Stephens</b> Independent	<b>Director</b> IPAD/GNC	4/4	6/7	01-Jan-24	31-Dec-27
<b>Barb Desjardins</b> Township of Esquimalt	<b>FNED Chair</b> FNED/AFC	4/4	7/8	01-Jan-23	31-Dec-26
<b>Nəʔəmtənət (Florence Dick)</b> Songhees Nation	<b>Director</b> FNED/HRC/ESTF	4/4	8/8	01-Jan-24	31-Dec-27
<b>Geoff Dickson</b> Destination Greater Victoria	<b>Director</b> IPAD/AFC	4/4	7/7	26-Jan-21	31-Dec-25
<b>Susan Kim</b> City of Victoria	<b>ESTF Chair</b> AFC/HRC/ESTF	4/4	7/8	01-Jan-23	31-Dec-26
<b>Don Krusel</b> Independent	<b>AFC Chair</b> AFC/IPAD	7/7	7/7	01-Jan-23	31-Dec-26
<b>Bruce Hallisor</b> Independent	<b>Director</b> HRC/GNC	4/4	6/6	01-Jan-24	31-Dec-27
<b>Mark Mawhinney</b> Victoria Esquimalt Harbour Society	<b>Vice Chair, GNC Chair</b> GNC/IPAD	4/4	11/11	01-Jan-23	31-Dec-26
<b>Chief Jerome Thomas</b> xʷsepsəm Nation	<b>Director</b> FNED/IPAD/NTF	4/4	8/10	17-Nov-23	Indefinite
<b>Christine Willow</b> Greater Victoria Chamber of Commerce	<b>Board Chair</b> ALL	4/4	19/20	01-Jan-20	31-Dec-24
<b>Dave Cowen</b>	<b>Past Chair</b>	4/4	n/a	01-Jan-22	31-Dec-24

## Board Remuneration

Director Annual Retainer: \$6,000

Director Meeting Fee (per meeting):  
Over one hour \$600  
One hour or less \$300

Board Chair Annual Retainer: \$15,000

Committee Chair Annual Retainer \$2,650

## Member Agency Engagement

GVHA presents to each Member Agency at a minimum of once per year. GVHA also holds a minimum of two Business Meetings per year with the Member Agency Representatives. The table below depicts the meetings held in 2024-25.

	AGM Sept 2024	Rep Business Meeting Sept 2024	MA Rep Meeting March 2024
<b>Capital Regional District</b> Mayor Scott Goodmanson	Regrets	✓	✓
<b>City of Victoria</b> Councillor Matt Dell	✓	✓	✓
<b>Destination Greater Victoria</b> David Gudgel	✓	✓	✓
<b>x<sup>w</sup>sepsəm Nation</b> Anastasia Thomas	✓	Regrets	Regrets
<b>Greater Victoria Chamber of Commerce</b> John Wilson/Kris Wirk	✓	✓	✓
<b>Songhee Nation</b> Councillor Norman Garry Sam	✓	✓	✓
<b>Township of Esquimalt</b> Councillor Jacob Helliwell	✓	✓	Regrets
<b>Victoria Esquimalt Harbour Society</b> Nick Banks	✓	✓	✓

2025 (January 1 – March 31, 2025)

Name and Member Agency appointed by	Position and committee member	Board attendance (attendance/total mtgs)	Committee attendance (attendance/total mtgs)	Term start	Term finish
<b>Susan Brice</b> Capital Regional District	<b>FNED Chair/ Vice Chair</b> HRC/GNC/ESTF	3/3	3/3	01-Jan-23	31-Dec-26
<b>Bruce Hale</b> Victoria Esquimalt Harbour Society	<b>Director</b> FNED/SC	1/3	1/2	01-Jan-25	31-Dec-28
<b>Mark Collins</b> Independent	<b>HRGC Chair</b> IPAD/HRGC	3/3	3/3	01-Jan-23	31-Dec-26
<b>Barb Desjardins</b> Township of Esquimalt	<b>Director</b> IPAD/SC	3/3	0/2	01-Jan-23	31-Dec-26
<b>Nəʔəmtənət (Florence Dick)</b> Songhees Nation	<b>Director</b> FNED/SC	3/3	2/2	01-Jan-24	31-Dec-27
<b>Geoff Dickson</b> Destination Greater Victoria	<b>IPAD Chair</b> IPAD/AFC	3/3	2/2	26-Jan-21	31-Dec-25
<b>Bruce Hallors</b> Independent	<b>Director</b> GNC/HRC	3/3	3/3	01-Jan-24	31-Dec-27
<b>Susan Kim</b> City of Victoria	<b>Director</b> IPAD/AFC	3/3	2/2	01-Jan-23	31-Dec-26
<b>Don Krusel</b> Independent	<b>AFC Chair</b> AFC/IPAD	2/3	2/2	01-Jan-23	31-Dec-26
<b>Mark Mawhinney</b> Victoria Esquimalt Harbour Society	<b>Chair</b> ALL	3/3	7/7	01-Jan-23	31-Dec-26
<b>Gail Stephens</b> Independent	<b>SC Chair</b> SC/AFC	3/3	2/2	01-Jan-24	31-Dec-27
<b>Chief Jerome Thomas</b> xʷsepsəm Nation	<b>Director</b> FNED/HRGC/NTF	1/3	1/4	17-Nov-23	Indefinite
<b>Ann Squires Ferguson</b> Greater Victoria Chamber of Commerce	<b>Director</b> IPAD/FNED	3/3	2/2	01-Jan-25	31-Dec-28
<b>Christine Willow</b>	<b>Past Chair</b> NTF	3/3	1/1	01-Jan-25	31-Dec-26

